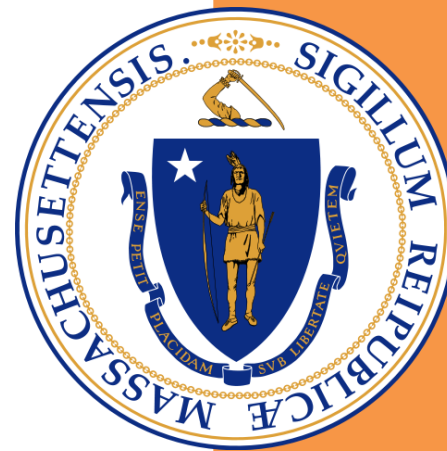


# The State Library of Massachusetts

The Executive Office for Administration and Finance  
Commonwealth of Massachusetts



Performance Report  
Fiscal Year 2013

Elvernoy Johnson

State Librarian

## MESSAGE FROM THE STATE LIBRARIAN

Executive Order 540 requires state agencies to develop strategic plans and report on performance. I have found that this has proven to be very useful for the Library. Since the publication of our strategic plan, it has been very easy to track our performance to see if we are meeting our goals. I also think that it is great that the public has an opportunity to see the type of work we are doing and how we are meeting our goals. I plan to continue to work to improve our performance and adhere to this Executive Order which will help the Library continue to deliver results.

The Library was founded in 1826 and has an enormous collection of historical documents that can be viewed by the public. We are the fourth oldest state library in the United States. Our collection contains documents that are not available anywhere else in the world.

The Library has made substantial gains in the past few years towards my goal of becoming a digital library which will allow us to meet the needs of current Library users. The Library has an online digital repository accessible from our website housing numerous items from our collection that can be downloaded and viewed from anywhere in the world. Our goal is to make as much of our collection as possible available online to the public 24 hours a day, seven days a week.

The Library also has embraced social media as a means to allow the public to view items from our collection. Besides our website which contains the online DSpace repository, we have a Flickr page, a Facebook page, Wikipedia page, a YouTube channel and a Library blog.

While we are a very old institution, I am constantly thinking about how I can make this agency continue to serve the public with all of the technological changes that are taking place. I believe this document will serve as a guide for the Library to continue to evolve so that the public will be able to use the resources of the Library regardless of their location.

I hope our FY13 performance report is informative reading and you are able to either view our collection online or to stop by our beautiful Library located within the historic State House.

Elvernoy Johnson  
State Librarian

**As an agency within the Executive Office of Administration and Finance, the State Library's goals reflect and bolster the commitments of A&F to bring about Better Finance, Better Health Care, Better Performance and Better Government.**

**This report was developed pursuant to Executive Order 540, Governor Patrick's directive to embed strategic planning and performance management across state government. The State Library's FY13 Performance Report describes progress achieved against the goals set out in its 2013-2015 Strategic Plan.**

Please send feedback  
regarding this report to:  
[library.director@state.ma.us](mailto:library.director@state.ma.us)

## ACTIONS UPDATE

### Improve financial sustainability through increased grant and fundraising activities

- The State Library has pursued new funding streams to support operations and ensure its financial health. Recently the Library received funding from the National Endowment for Humanities that provided funding for book supports. The Library also received funding to digitize historic documents which will be uploaded to the Library's online digital repository. Additionally, the Library has raised funds through solicitation letters and is always working on new methods to improve fundraising activities.

### Preserve the Library's collection

- The greatest treasure in the Library is the Bradford Manuscript, a journal written between 1630 and 1647 by William Bradford, a former Governor of Massachusetts. The manuscript documents the story of the Pilgrims from 1608 until 1647. The Library received a grant for its preservation. Upon completion of this project, the document will be scanned and

uploaded to the DSpace online repository where it can be viewed by the public and used by researchers. The Library's goal with this project is to ensure that this priceless document is preserved for future generations and that by digitizing the contents and uploading it to our online DSpace repository, it can be viewed and used by researchers around the world.

- The Library has a Preservation Librarian that has the responsibility of repairing items from our collection. With an enormous collection of old materials there is constant work to maintain the collection. She uses the latest preservation methods to repair items and is assisted by graduate interns.

### Strengthen ties between the Library and the citizens of the Commonwealth




- The Library has been working hard to strengthen the ties between the Library and the citizens of the Commonwealth. This goal was met this year by the launch of our Twitter








account which adds to our website and the continuation of the State Library Blog and YouTube channel videos. We also had more public events at the Library including a recent event drawing attendance of over 200 people from around the world including the Secretary of Economic Affairs and Innovation from Hamburg, Germany.







### Increase digital access to the Library's collection

- The Library just completed a retrospective conversion project to convert its entire card catalog into an online format to allow users to search the collection from anywhere in the world. This enormous project required the entire card catalog to be digitized and every book in the Library to be reorganized. The goal of improving access to our collection was achieved with this project. Now the entire catalog of the Library is searchable from our online collection.

# PERFORMANCE DASHBOARD

STATUS LEGEND						
On Target ( $\geq$ Target)		Close-to-Target ( $\geq$ 80-99%)		Off Target ( $<$ 80% of Target)		Not Applicable (N/A) -
Note: Descriptions for performance measures can be found on page 6						

GOAL	MEASURE	FY13	FY12	TREND	TARGET	STATUS	COMMENTS
Improve financial sustainability through increased grant and fundraising activities	# of grants applied for	3	3	Stable	3		Target is set to maintain previous year's level.
	Dollar amount of grant awards received	456,000	400,000	Improving	440,000		Target is set to a 10% increase over previous year.
	Dollar amount raised via fundraising activities	\$3,102	\$3,685	Worsening	\$3,869		Target is set to a 5% increase over previous year.
	Dollar amount of donations made via the Library website	\$100	\$0	Improving	\$100		
Preserve the Library's collection	# of repaired items	750	1,000	Worsening	1,250		Target is set to a 25% increase over previous year.
Increase digital access to the Library's collection	# of downloads from DSpace	903,396	821,745	Improving	945,007		Target is set to a 15% increase over previous year
	# of new items added to DSpace	3,267	2,072	Improving	2,279		Target is set to a 10% increase over previous year

GOAL	MEASURE	FY13	FY12	TREND	TARGET	STATUS	COMMENTS
<b>Strengthen ties between the Library and the citizens of the Commonwealth</b>	# of library events and programs held	12	12	Stable	12		Target is set to maintain previous year's level.
	# of attendees at Brown Bag Lunch Series	129	208	Worsening	208		Target is set to maintain previous year's level.
	# of virtual library visitors	404,479	236,285	Improving	259,914		Target is set to a 10% increase over previous year.
	# of Facebook likes	553	394	Improving	413		Target is set to a 5% increase over the previous year.
	# of blog postings	60	54	Improving	54		Target is set to maintain previous year's level. Blog posts have also shown an improvement in quality.
	# of items borrowed or loaned	907	467	Improving	514		Target is set to a 10% increase over previous year

## NOTEWORTHY CHANGES, ADDITIONS OR DELETIONS

GOAL	MEASURE	CHANGE, ADDITION OR DELETION EXPLANATION
<b>Improve financial sustainability through increased grant and fundraising activities</b>	Net profit from sales of Library merchandise	Deletion: The Library continues to explore new ways to sell merchandise to generate additional income. As this is a new initiative, current sales are still very low and it is not possible to accurately assess net profit.
<b>Increase digital access to the Library's collection</b>	# of downloads of online resources	Deletion: The Library is not able to track this measure at this time.
	% of city and town documents available electronically	Deletion: The Library has an enormous collection and is working to upload materials to its DSpace repository. Due to the large volume and lack of staff resources, it is not possible to accurately track the percentage of city and town documents that are available electronically.
	# of digital city and town documents accessed electronically	Deletion: The Library is not able to track this measure at this time.
<b>Strengthen ties between the Library and the citizens of the Commonwealth</b>	# of Friends of the Library events held	Deletion: The Friends of the Library is currently not meeting so this measure is not being tracked. This is something the Library will pursue going forward.
	# of products purchased online	Deletion: Unfortunately it is not possible to sell merchandise online at Mass.gov, so this measure is not being tracked. The Library is however exploring other ways to sell merchandise online in the future.
	% of customers who reported a good or excellent customer service experience	Deletion: The Library is not currently conducting a customer service survey, so this measure is not being tracked.

## MEASURE DESCRIPTIONS

GOAL	MEASURE	DESCRIPTION	DATA SOURCE
<b>Improve financial stability through increase grant and fundraising activities</b>	# of grants applied for	This measure tracks the number of grants for which the Library applied.	Library statistics
	Dollar amount of grant awards received	This measure tracks the dollar amount of grant awards received by the Library.	Library statistics
	Dollar amount raised via fundraising activities	This measure tracks the dollar amount raised via fundraising activities such as events and letter writing campaigns.	Library statistics
	Dollar amount of donations made via the Library website	This measure tracks the dollar amount of donations made via the Library website at <a href="https://www.paybill.com/mass/LIB/">https://www.paybill.com/mass/LIB/</a>	Library statistics
<b>Preserve the Library's collection</b>	# of repaired items	This measure tracks the number of fragile items that have been repaired and/or protected.	Library statistics
<b>Increase digital access to the Library's collection</b>	# of downloads from DSpace	This measure tracks the number of downloads from the DSpace electronic repository.	DSpace
	# of new items added to DSpace	This measure tracks the number of new items added to the DSpace electronic repository.	DSpace
<b>Strengthen ties between the Library and the citizens of the Commonwealth</b>	# of virtual library visitors	This measure tracks the number of virtual library visitors through unique hits on <a href="http://www.mass.gov/anf/research-and-tech/oversight-agencies/lib/">http://www.mass.gov/anf/research-and-tech/oversight-agencies/lib/</a>	Mass.gov
	# of library events and programs held	This measure tracks the number of library events and programs held including Brown Bags and other special events.	Library Statistics
	# of attendees at Brown Bag Lunch Series	This measure tracks the number of attendees at the Library's Brown Bag Lunch Series.	Library Statistics

GOAL	MEASURE	DESCRIPTION	DATA SOURCE
	# of Facebook likes	This measure tracks the number of Facebook likes on <a href="https://www.facebook.com/mastatelibrary/">https://www.facebook.com/mastatelibrary/</a> .	Facebook
	# of blog postings	This measure tracks the number of blog postings on <a href="http://www.mastatelibrary.blogspot.com">http://www.mastatelibrary.blogspot.com</a> .	Blogspot
	# of items borrowed or loaned	This measure tracks the number of items requested from the Library or borrowed from other libraries on behalf of Library patrons.	Library statistics